Business Plan
2016–2017

Department of Intergovernmental Affairs

NOVA SCOTIA

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Message from the Minister of Intergovernmental Affairs

I am pleased to present the Department of Intergovernmental Affairs Business Plan which outlines the direction of the department's work over the 2016-2017 period and beyond.

Intergovernmental Affairs is the central body for intergovernmental relations in our government. The department fulfills an important role in representing Nova Scotia's priority interests and opportunities to the world. This function is critical as the province's prosperity is clearly rooted in our ability to grow our economy beyond our borders - accessing new global export markets and attracting investments and talented people – while ensuring our socio-economic interests are represented in the Canadian federation and abroad.

As the Minister of Intergovernmental Affairs I will work with departmental staff to actively engage our new Prime Minister and federal ministers, to forge strong collaborative partnerships, resolve issues and help shape opportunities to improve the lives of Nova Scotians.

I will work with the Canadian Premiers, on an individual basis and through the Council of the Federation, to advance our priorities, collaborate on pursuing opportunities and resolving issues of mutual concern and to represent common interests to the federal government. I will also engage with the Atlantic premiers, through the Council of Atlantic Premiers, to pursue opportunities and priorities that mutually benefit Atlantic Canadians.

In 2016-2017, and in the coming years, a major thrust for our government is international relations and trade. These relationships are important for showcasing the province, making business connections and attracting investment, helping Nova Scotia businesses expand their markets and grow, and for removing barriers to trade within Canada and abroad. To this end, Intergovernmental Affairs will coordinate a whole-of-government strategic approach on international relations and ensure Nova Scotia's interests are represented in trade agreements with other governments.

I am also proud to serve as the Minister responsible for Military Relations. This role gives recognition to the important social and economic significance of our military in Nova Scotia. It reflects our desire to work cooperatively together in areas of mutual benefit and to better support the military families and veterans that live in Nova Scotia.

Over the 2016-2017 period, we will advance our international, national and interprovincial interests and build a more prosperous Nova Scotia.

Honourable Stephen McNeil, MLA
Minister of Intergovernmental Affairs, Minister Responsible for Military Relations

Section 1 - Mandate

The Department of Intergovernmental Affairs (IGA) receives its mandate from sections 46D and 46E of the Public Service Act. The Act states that - under the direction of its Minister - the department is responsible for coordinating and advancing the province's interests with the Government of Canada, other provinces, and foreign governments at the national and sub-national levels. It is also focused on serving as a central point of contact for the coordination of the province's intergovernmental priorities and protocol requirements, support to the Ministers responsible for Military Relations, and the operation of the Lieutenant Governor's House.

IGA is a central agency of government, and as such its activities are driven by the core (i.e., corporate) priorities of the government. In the business plan that follows, the department's plan to support the three core priorities of government, are reflected both Section 2 and in Section 3. In effect, this plan details how IGA will contribute to the government's priorities.

Section 2 - Department's link to Government's three priorities

Resourcing the Priorities

IGA's business plan for 2016/17 - its goals and its actions - has been developed to align with the strategic priorities of the government of Nova Scotia. The plan will be implemented to allocate appropriate resources to Government's three main priorities, and ensure the effectiveness, efficiency and economy of in its activities.

1. People

Outcome - Nova Scotia's population is growing, productive and thriving.

1.1 Goal - Increase net inter-provincial and international immigration levels.

Actions - To achieve success IGA will:

a. Work with relevant departments to support Ministers involved in intergovernmental initiatives that increase net migration to Nova Scotia forums (e.g., through first ministers conferences; Council of Atlantic Provinces (CAP) including the Atlantic Immigration table; regional collaboration on migration and apprentice mobility; Council of the Federation (COF)).
b. Support cross-cutting government initiatives that may require intergovernmental advice and intergovernmental relations expertise, coordination and leadership such as: international immigration recruitment; the resolution of labour mobility issues through the Agreement on Internal Trade and Atlantic Apprenticeship Harmonization Project; the Protocol on Apprenticeship Mobility; international missions that indirectly promote immigration by marketing Nova Scotia education institutions, tourism and business investment; and evolving initiatives such as the resettlement of Syrian refugees.

Performance Measures - Success will be measured by:

a. Timely and relevant advice provided to support decisions.
b. Interprovincial and intergovernmental agreements made, joint Federal-Provincial-Territorial positions achieved.
c. Ultimately, by the increase growth in net immigration.

1.2 Goal - Enhance workforce participation of youth, older workers and marginalized communities.

Actions - To achieve success IGA will:

a. Support intergovernmental initiatives that create conditions for enhancing workforce participation and communities that are in decline.
b. Collaborate with Atlantic and Canadian provinces and Nova Scotia Governmental departments to remove barriers to apprentice and labour training and mobility.

Performance Measures - Success will be measured by:

a. Identifying areas of intergovernmental collaboration where enhancements have been made.
b. Ultimately, by increasing workforce participation.

1.3 Goal - Enhance health & wellness outcomes.

Actions - To achieve success IGA will:

a. Work intergovernmentally (i.e. bilaterally and multilaterally with the federal and provincial governments), and in close collaboration with the Department of Health and Wellness, to support initiatives that will improve health and wellness in Nova Scotia.
b. Some examples of initiatives in this area include: advocating for improved Canadian Health Transfer funding; furthering Atlantic cooperation in health (with a strong focus on mental health, addiction, and rural health care delivery); and at the COF, supporting the Premiers' Health Care Innovation Working Group to focus on economical drug purchasing, appropriateness of certain diagnostic procedures and seniors care.

Performance Measures - Success will be measured by:

a. Increased federal funding levels and cost savings.
b. Ultimately by improving health outcomes.

1.4 Goal - Improve community and social well-being.

Actions - To achieve success IGA will:

a. Work collaboratively with departments to support the Premier in advocating for social infrastructure needs for Nova Scotia (e.g., housing, seniors and aboriginal) through first ministers meetings and other appropriate federal-provincial venues.

Performance Measures - Success will be measured by:

a. Increased federal funding levels and cost savings.
b. Ultimately by improving social outcomes.

2. Innovation

Outcome - Nova Scotia has a strong and globally competitive economy and a sustainable, modern government.

2.1 Goal - Create the climate for private-sector and social-enterprise economic growth to support the economic goals of the One Nova Scotia report.

This goal is supported through IGA's continued efforts to develop strong international relations and encourage global trade and investment opportunities. To guide and promote economic growth, IGA will coordinate a whole-of-government approach to intergovernmental relations including the development and advancement of the Province's International Relations China and European Union Strategies.

It should be noted that the achievement of this goal is further embodied in the core functional areas described in Section 3 under both "International Relations" and "Trade Policy".

Actions - To achieve success IGA will:

a. Leverage the participation of the Premier and other Ministers in missions that are bilateral, pan-Atlantic and pan-Canadian to strengthen efforts to build relationships, and to strengthen trade, tourism and education partnerships.
b. Coordinate Nova Scotia's efforts through the COF, CAP, Southeastern United States–Canadian Provinces Alliance, and New England Governors–Eastern Canadian Premiers Conference to improve trade and commerce relations and attract investment in the private sector.
c. Promote trade and investment and create opportunities for the private sector to form business ventures, increase private-sector exports, and find venture capital for Nova Scotia businesses through trade missions and associated forums.
d. Work with other governments to remove barriers to trade to facilitate private-sector led economic growth.
e. Collaborate with Atlantic and Canadian provinces and Nova Scotia government departments to reduce business regulation and government imposed red-tape for Atlantic businesses.

Performance Measures - Success will be measured by:

a. Growth in exports and business investments in Nova Scotia.

2.2 Goal - Innovate and achieve sustainable delivery of public services.

Actions - To achieve success IGA will:

a. Examine and implement ways to create greater Atlantic cooperation for the sustainable delivery of public services. This would be accomplished by aligning regulatory regimes to reduce regulatory burden in the private sector, and increase joint-government procurement.
b. Advocate bilaterally, nationally, and regionally with the federal government for more effective and sustainable funding and programming.

Performance Measures - Success will be measured by:
a. Identifying new cooperation-based activities for service delivery and savings or service improvements.

3. Education

Outcome - Skilled Nova Scotians drive a knowledge and innovation economy.

3.1 Goal - Increase workforce participation and entrepreneurship by improving early childhood and P-12 education.

Action - This is a goal which the Department does not have a direct impact on, however it supports international education files.

3.2 Goal - Increase workforce participation and entrepreneurship by continually improving opportunities for skills development through post-secondary education, apprenticeship, co-operative education programs and internships.

Actions - To achieve success IGA will:
a. Continue to support the work of the Atlantic Workforce Partnership (AWP) initiative of the CAP to address skills deficits and enhance training programs and apprenticeship opportunities.

Performance Measures - Success will be measured by:
a. Measures introduced that increase skills development and workforce participation.
b. Increased workforce participation.

Section 3 – Core Departmental Responsibilities/Services

IGA works to advance Nova Scotia's interests by creating and pursuing intergovernmental opportunities, providing strategic policy-and-planning advice on intergovernmental priorities. To accomplish this it relies heavily on a foundation of strategic relationships with other departments and with regional, national and international governments that it has developed and maintains within each of its six core business areas.

To allocate appropriate resources to these business areas, IGA will work within its means to ensure that as priorities evolve or are changed by internal or external factors, the department will be effective, efficient and economical in its activities.

The strategic objectives/outcomes of IGA are listed below as they relate to its six core business areas:

Government of Canada Relations

Outcome

The Province is recognized as a leader and equal partner within the confederation; one that is effective in influencing federal policy decisions to support its priority interests to the benefit of Nova Scotians.

Goals

a. To lead, coordinate and provide effective approaches to developing Nova Scotia positions and strategies on federal policy.
b. To provide effective engagement in advancing constructive dialogue on Nova Scotia's federal-provincial priorities and interests.
c. To influence Government of Canada policy and decision making.

Actions

IGA will lead work initiatives in collaboration with the Premier's Office and other departments, to ensure the province's relations with the new federal government advances Nova Scotia's interests in a coordinated and consistent approach. Areas of focus include: offshore energy development, infrastructure funding, and immigration; international business development and expansion; and continued positive relations with the Canadian Forces.

Performance Measurement

a. Clients feel satisfied with the approaches used to develop and coordinate Nova Scotia positions and engagement with the government of Canada.
b. Clients feel IGA was able to engage the federal government in constructive dialogue in priority areas.
c. Clients feel IGA has influence in Federal /Provincial/Territorial discussions directly or indirectly through institutional mechanisms (e.g., Council of the Federation).

Provincial and Territorial Relations

Outcome

The Province is recognized as a leader and equal partner within confederation; one that is effective in influencing interprovincial/territorial policy decisions to support its priority interests to the benefit of Nova Scotians.

Goals

a. To provide quality advice to the Premier on Provincial/Territorial interests and positions impacting Nova Scotia.
b. To identify and implement Provincial/Territorial opportunities for strategic collaboration on federal Provincial/Territorial programs and services.

c. To support the Province in demonstrating regional leadership and collaboration on key files of interest to the province.

Actions

Nova Scotia will continue to lead and work with the Premier's office, relevant departments, and other provinces and territories to advance priority interests and positions. Some of the areas of activity include: supporting the work of the AWP; apprenticeship; improving outcomes related to its Family and Child Support Maintenance Enforcement Program; leveraging Nova Scotia's assets to attract Canadian business investment; and expanding bilateral and multilateral partnerships that lead to social and economic progress in Nova Scotia.

Performance measurement

a. Clients feel satisfied with IGA's help in coordinating and advancing their department's Provincial /Territorial (P/T) interests through advice to he Premier.
b. Clients feel satisfied with IGA's help in identifying and implementing opportunities for strategic P/T collaboration.
c. Clients feel satisfied that IGA provided leadership in fostering regional collaboration through bilateral and multilateral relationships.

International Relations

Outcomes

a. A whole of government coordinated approach that advances Nova Scotia's global interests and priorities.
b. International relationships and diplomatic ties with key government and business decision makers/influencers that benefit Nova Scotia by leveraging opportunities, addressing challenges and removing barriers to business.

Goals

a. To support the Province's international interests through strategic analyses, policy advice and interdepartmental coordination.
b. To advance Nova Scotia's interests with priority countries.
c. To maximize the Premier's role in facilitating and advancing Nova Scotia's interests through international business development opportunities, investment attraction, and trade opportunities.

Actions

IGA will coordinate with other departments in the development and advancement of the Province's international relations and economic growth. The strategic interests of the Province will be supported through continued efforts to develop strong international relations and encourage global trade opportunities. This will be accomplished through building and maintaining key alliances, and diplomatic and international relationships; pursuing opportunities through multi-lateral forums and bi-lateral relationships; and raising awareness of Nova Scotia as a preferred place to do business with and make investments.

Performance measurement

a. Nova Scotia China and European Union strategies are completed and implemented.
b. Increasing the total value of Nova Scotia's international + inter-provincial exports.
c. Increasing the ranking of Nova Scotia's trade balance (international + inter-provincial) compared with other provinces.
d. Increasing the percentage of inward investment as a proportion of provincial GDP.
e. Increasing the number of business start-ups.
f. Other measures to be developed will demonstrate IGA's progress and impact and will be appropriate to specific international relations activities undertaken.

Trade Policy

Outcomes

a. Conflicts and barriers to trade and commerce are resolved positively for Nova Scotia.
b. Trade and Commerce expansion beyond Nova Scotia's boundaries supports its economic and social progress.

Goals

a. To further Nova Scotia's interests in domestic and international trade negotiations and agreements.

Actions

IGA will advance Nova Scotia's interests in domestic and international trade negotiations and agreements and participate in relevant government consultations on domestic and international trade agreements and issues. This includes; supporting the Minister Responsible for Trade in advancing trade policy interests with other governments and industry; providing policy advice in preparation for Federal-Provincial-Territorial trade meetings; and working with Nova Scotia and federal departments to negotiate domestic and international trade and investment agreements, and resolve trade policy conflicts.

Performance measurement

a. Number of trade agreements concluded and derived benefits and costs to relevant parties.
b. Trade dispute resolution activities and impacts.

Protocol Office

Outcomes

a. Nova Scotia's interests and priorities are communicated to other foreign governments.
b. Nova Scotia has a positive national and international profile.

Goals

a. To promote the interests of the province to foreign governments.
b. To increase the profile of the province and its people.

Actions

The Protocol Office will coordinate official ceremonies, events and foreign-official visits through consultations with ministers, departmental stakeholders and the Canadian Government. For example, it will support activities related to Canada's 150th year birthday celebrations in 2017. It will provide protocol related advice to departments, non-governmental organizations and the general public, and manage and administer the Province's public recognition programs. (i.e., Order of Nova Scotia and the Premier's Congratulatory message Service).

Performance Measurement

a. Official visits are coordinated with key departmental stakeholders to ensure the interests of the province are identified, profiled and advanced; and that international relationship building efforts support Nova Scotia's strategic interests.
b. Number of opportunities identified and acted upon.
c. The public profile generated from the Order of Nova Scotia, Premiers Congratulatory Certificate Service and artisans showcased through sales at the Artisan Gift Bank.
d. Official events are organized, on time, within budget, and with positive reception (i.e., number of events organized/yr., media pick-up, and feedback provided).

Government House

Outcome

The constitutionally defined and legal function of the Lieutenant Governor of Nova Scotia is fulfilled.

Goals

a. To fulfill the constitutionally defined and legal function of the Lieutenant Governor of Nova Scotia.
b. To support communities and the people in Nova Scotia by celebrating their accomplishments, people and history.

Actions

The Lieutenant Governor will be supported in the delivery of the legal function of the position within the legislature and in events at Government House. His Honour will also be supported in the organization and hosting of public recognition events and outreach to the diplomatic community and general public, and including for example activities related to Canada's 150th birthday celebrations in 2017. Government House will manage the historic Government House facility effectively.

Performance Measurement

a. Government House meets its federal and provincial obligations and operates within its mandate and funding allocation.
b. Number of relevant community activities/events and functions supported.

Section 4 – Departmental Expenses Summary ($ thousands)

Programs and Services	2015-2016 Estimate	2015-2016 Forecast	2016-2017 Estimate
Operations	2,516	2,568	2,492
Government House	814	812	833
Protocol	495	445	500
Total - Departmental Expenses	3,825	3,825	3,825
Ordinary Recoveries	(30)	(132)	(30)
Funded Staff (# of FTEs)			
Department Funded Staff	33.5	29.5	33.5